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| 9/24/18  | Introduction & Career Visioning | Emelia J. Benjamin, MD, ScM & Richard Wainford, PhD & Sharon Levine, MD | • Connect with the 2018-19 AFA cohort and facilitators  
• Identify program and individual goals  
• Learn about each other’s academic interests and projects  
• Connect with your learning community peers and identify how you would like to work together | • Complete the photo roster template with your information  
• Bring in poem, saying, song, piece of art, cartoon, or joke that describes what you hope to accomplish this year  
• Complete Career Reflection and Planning worksheet | Career Development, Communication |
| 10/1/18  | Mentoring & Developmental Networks | Emelia J. Benjamin, MD, ScM | • Identify the strengths & gaps in your developmental network  
• Create plan to strategically enhance your network  
• Develop skills to conduct informational interviews and network  
• Identify personal and systemic barriers to you and others creating robust developmental networks | • Read Zerzan JT et al. Making the Most of Mentors: A Guide for Mentees. Acad Med, Jan 2009, 84; 1.  
• Read Kram K & Higgins M. A New Mindset on Mentoring: Creating Developmental Networks at Work. MIT, 2009.  
• Complete pages 2&3 of Developmental Network Map and bring it with you  
• Read Guide to finding a mentor | Career Development |
| 10/29/18 | Time Management                | Robina Bhasin, EdM             | • Identify projects/tasks of highest and lowest value to your career and life goals, and map back to how you are currently spending your time  
• Identify when “progress not perfection” is appropriate  
• Commit to incorporating the time management strategies that will enable you to enhance your efficiency, effectiveness, and vitality | • Complete time tracker for 3-7 days  
• 7 Questions to Ask Yourself When Approached With a Project  
Read at least 2 of the following articles:  
• Clark, D. How to Say No to Things You Want to Do Harvard Business Review, January 2016.  
• Lowenstein, SR. Tuesdays to Write… A Guide to Time Management. Academic Emergency Medicine, Society for Academic Emergency Medicine, 2008.  
• Giang, V. These Are the Long-Term Effects of Multitasking. Fast Company, March 1, 2016.  
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| 11/19/18   | Demystifying the Promotions Process  | Kenneth Grundfast, MD & Hee-Young Park, PhD | • Understand BUMC criteria for promotion  
• Enhance your BU CV to effectively reflect your professional successes & passions | • Update your CV in BU format and be prepared to share it in small groups  
• Review promotions guidelines for your school:  
  o GSDM: http://www.bu.edu/dental/files/2013/05/GSDM-Bylaws-Jan-2012-Revised-05-23-2013.pdf (Sections 2&3 - pages 12-17)  
  o SPH: http://www.bu.edu/sph/faculty-staff/resources/human-resources-employment/faculty-employment/(under A&P Documents) | • Career Development                    |
| 12/10/18   | Leading High Performing Teams        | Mark Braun                               | • How to maximize the strengths of diverse people on a team (personalities, skills, disciplines)  
• Recognize the qualities of and barriers to high performing teams  
• Identify your personal tendencies that can enhance or detract from a team’s effectiveness  
• Identify how to build an effective team, empower members, and hold each other accountable to maximize performance | • What Google Learned From Its Quest to Build the Perfect Team, NY Times, Feb 2016  
• Amy Edmonson TED talk | • Communication  
• Leadership                                                                 |
## 2018-19 Academy for Faculty Advancement Curriculum

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<td>1/14/19</td>
<td>Academic Writing</td>
<td>Peter Cahn, PhD</td>
<td>- Overcome barriers to getting started on writing projects</td>
<td>• Reflect and write responses to questions:</td>
<td>Communication</td>
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<td></td>
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<td>- Present scientific ideas clearly and logically</td>
<td>o When do you find yourself procrastinating most during a project?</td>
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<td>- Edit manuscripts to refine the argument</td>
<td>o What do you read for fun? What can you learn from non-academic writers?</td>
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<td>o How can you use your AFA colleagues to hold you accountable to your writing goals?</td>
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<td>• Perneger TV, Hudelson PM. Writing a research article: advice to beginners. Int J Qual Health Care 2004; 16(3), 191–2. PMID: 15150149.</td>
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<tr>
<td>1/28/19</td>
<td>Work-Life Integration</td>
<td>Past AFA Alumni</td>
<td>- Identify what drives your passion in your home life and work life</td>
<td>• Take at least 2 of the implicit association test (<a href="https://implicit.harvard.edu/implicit/">https://implicit.harvard.edu/implicit/</a>)</td>
<td>Career Development</td>
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<td>- Develop strategies to have a fulfilling life in the short and long term</td>
<td>• Read Unconsciousness Raising and at least one of the other articles</td>
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<td>• Hoffman KM, Trawalter S, Axt JR and Oliver MN. Racial bias in pain assessment and treatment recommendations, and false beliefs about biological differences between blacks and whites. Proc Natl Acad Sci U S A. 2016. PMID: 27044069.</td>
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<tr>
<td>2/11/19</td>
<td>Unconscious Bias</td>
<td>Emelia J. Benjamin, MD, ScM</td>
<td>- Recognize that bias is human and that it impacts all parts of all of our lives</td>
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<td>Leadership</td>
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<td>&amp; Sheila Chapman, MD</td>
<td>- Identify what the negative consequences of bias are</td>
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<td>- Develop strategies to become more aware of and mitigate our biases</td>
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<td>- Have tools to effectively recognize and acknowledge when we observe instances of unconscious bias with our learners and colleagues</td>
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| 2/25/19| Writing Proposals & Obtaining Funding for Investigators                       | Tuhina Neogi, MD PhD & Richard Wainford, PhD Hollis Day, MD & Jack Maypole, MD | - Develop strategies to write effective proposals for external and institutional funding and support  
- Identify appropriate funding sources and institutional stakeholders for your proposals  
- Identify campus resources to support proposal writing and grant application processes | One-page description of topic you’d like to seek funding for:  
- Significance/innovation  
- Potential funding sources  
- What kind of proposal does funder require?  
- Challenges/barriers to writing proposal or obtaining funding  
- Potential approaches to overcome barriers | Career Development  
Communication |
| 3/11/19| Managing Conflict and Difficult Conversations                                 | Francine Montemurro, JD | - Identify what a successful outcome of a difficult conversation would look like  
- Recognize the key elements that should be considered prior to embarking on a difficult conversation  
- Develop skills to have a difficult conversation with someone senior to you in the organization  
- Practice having a difficult conversation                                                                 | 1. **Active Listening** (three short articles and one handout)  
- http://www.colorado.edu/conflict/peace/treatment/activel.htm  
- http://www.crinfo.org/coreknowledge/active-listening  
- Active Listening handout  
2. **Understanding Positions and Interests** (two short articles and one handout)  
- http://www.beyondintractability.org/essay/interests  
- Translating Positions into Interests (understanding what’s really at stake)  
3. **Open-ended Questions** (handout)  
4. **I-Messages** (two short articles and handout)  
- http://www.colorado.edu/conflict/peace/treatment/commskil.htm  
- http://www.beyondintractability.org/essay/i-messages  
I Messages hand out (Boston University Office of the Ombuds) | Communication  
Leadership |
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| 3/25/19  | Turning What You Do into Scholarship Navigating a Successful Research Career | Sharon Levine, MD & Katherine Gergen-Barnett, MD Allan Walkey, MD, MSc & Valentina Perissi, PhD | • Understand what “scholarship” encompasses  
• Develop strategies to strategically and effectively say “yes” and “no”  
• Identify how to “make it count 4 times”  
• Recognize opportunities & approaches to enhance your national reputation  
• How to turn your AFA project into scholarship  
• Identify key milestones for a successful research career  
• Develop strategies to navigate the stages of a research career |  | Career Development |
| 4/8/19   | Resilience in Academic Health Sciences             | Emelia J. Benjamin, MD, ScM     | • Identify barriers to your professional growth, including shame, vulnerability and burn out  
• Identify areas that detract from your resiliency and develop a plan to address  
• Practice primordial prevention – ‘resilience is a muscle’ | • Watch Brene Brown TED talk [https://www.ted.com/talks/brene_brown_on_vulnerability?language=en](https://www.ted.com/talks/brene_brown_on_vulnerability?language=en)  
• Complete Maslach Burnout Scale | Leadership, Work/Life Integration |
| 4/29/19  | Giving Effective Presentations                     | Robert Lowe, MD                 | • Develop strategies to engage your audience  
• Format visual materials to illustrate a talk |  | Communication |
| 5/13/19  | Final Presentations                                | All participants in learning communities | • Present to your cohort the most important aspects of the AFA for you. This may include:  
  o Your project  
  o A particular area in which you have grown over the course of your time in the AFA  
  o How the AFA has impacted your career development  
• Presentations may include:  
  o Accomplishments  
  o Next steps  
  o Lessons learned  
• What you wish you had learned | Prepare presentation: 5 slides/5 minutes | Communication, Leadership |